

Idaho State Historical Society

Strategic Plan

2008-2013

Mission

Idaho State Historical Society preserves and promotes Idaho's cultural heritage

Vision

Our vision is to inspire, enrich and engage all Idahoans by leading the state in preserving and sharing our dynamic cultural heritage.

Values

- Customer Service
- Stewardship
- Education
- Professionalism

Goal 1

Customer Service: **Provide access and high quality customer service to all Idahoans.**

Objectives(s):

- A) Enhance our understanding of current and future customers through a survey conducted every three years.**

Performance measure: % of surveys returned

Benchmark: Collect at least 500 responses agency wide.

- B) Redesign program to create new compelling services inspired by our unique resources, target audience(s), optimized delivery method(s), and opportunity for earned income.**

Performance measure: Number of new or enhanced programs developed to meet customer needs.

Benchmark: Create one new or enhanced program annually.

Benchmark: 10% of resources reallocated annually to new or enhanced program.

Goal 2

Funding and Growth: **Optimize and enhance funding opportunities and partnerships.**

Objectives(s):

- A) Develop and implement a comprehensive funding plan that includes private philanthropy, grant programs, earned income, capital campaign, and membership revenues.

Performance measure: % implemented annually over 5 years.

Benchmark: One component completed each year.

- B) Create and implement a prioritized capital improvement plan.

Performance measure: # of projects implemented and completed annually.

Benchmark: Conduct annual analysis of projects to ensure timely completion.

Benchmark: Develop four Historic Structures Reports (HSR) to inform priorities.

- C) Create and implement an annual agency plan based on aligned budget priorities, work groups plans, and individual staff goals.

Performance measure: Annual update of plan.

Benchmark: Complete of 70% of work plan goals.

Goal 3

Marketing: Optimize public awareness and participation in agency services through enhanced brand identity, outreach, and marketing

- A) Create and implement a comprehensive marketing plan

Performance measure: % created and implemented annually over 5 years.

Benchmark: One major feature story per month.

- B) Enhance public awareness through media coverage.

Performance measure: Number and sources of coverage

Benchmark: Maintain or exceed current coverage from previous year. Increase use of ISHS services

- C) Increase use of ISHS services.

Performance measure: Number of services utilized by patrons.

Benchmark: Maintain or exceed current usage from previous year.

Goal 4

Training: **Build a uniform orientation and training program that optimizes skills necessary to achieve the Agency's strategic plan and vision.**

Objectives(s):

- A) Provide up-to-date and compelling orientation.

Performance measure: Number of orientations provided during the fiscal year

Benchmark: Each new employee oriented within 30 days.

- B) Create a training program that enhances organizational development and individual skills to maintain excellence in professional standards.

Performance measure: # of training opportunities per year.

Benchmark: Offer four all-staff training opportunities related to organizational development.

Benchmark: Offer appropriate number of training opportunities for team training based on annual agency plan and resources.

Benchmark: Offer appropriate number of training opportunities for individuals based on individual goals and work group resources.

Goal 5

Organizational communication: **Improve internal agency communication to enhance agency-wide understanding and implementation of plans, policies, and procedures.**

Objectives(s):

- A) *Create and implement a comprehensive internal communication plan that nurtures open communication and fosters a positive work environment.***

Performance measure: Staff participation in annual survey about internal communication and work environment.

Benchmark: Staff participation in annual survey exceeds 80%.

Benchmark: Maintain or improve internal communication.

- B) *Conduct deliberate and substantive staff meetings.***

Performance measure: Participation of staff in scheduled meetings.

Benchmark: Staff participation meets or exceeds 90%.

- C) Develop and implement agency-wide calendar.**

Performance measure: Frequency of updates

Benchmark: Update calendar at least monthly.

- D) Distribution of plans, policies, and procedures through agency policy manual and intranet website.**

Performance measure: Number of updates.

Benchmark: Update agency policy manual annually.

Benchmark: Update intranet website quarterly.

Environmental Scan

Compiled in 2007

Economic Analysis

Idaho Continues Growing at Nation's Third Fastest Rate Page 1&2 Press Release Dept of Commerce & Labor

<http://cl.idaho.gov/news/PressReleases/tabid/294/ctl/PressRelease/mid/1047/ItemID/1837/Default.aspx>

Comprehensive Annual Financial Report, State of Idaho

Page 168-170 Adobe PDF (Report pages 154-156) Schedule 11, Schedule 12, and Schedule 13 Education Enrollment.

[http://www.sco.idaho.gov/web/DSADoc.nsf/5B1362785D34D4618725725F005FE17C/\\$FILE/2006-CAFR.pdf](http://www.sco.idaho.gov/web/DSADoc.nsf/5B1362785D34D4618725725F005FE17C/$FILE/2006-CAFR.pdf)

PAFR SCO, Page 8 ADOBE PDF (Report page 6) Economic/Demographic Outlook

[http://www.sco.idaho.gov/web/DSADoc.nsf/6D8C97CB9D06132C8725725F005FE25D/\\$FILE/2006-PAFR.pdf](http://www.sco.idaho.gov/web/DSADoc.nsf/6D8C97CB9D06132C8725725F005FE25D/$FILE/2006-PAFR.pdf)

State of Idaho Economic Forecast, DFM, January Executive Summary Page 1 only.

http://dfm.idaho.gov/Publications/EAB/Forecast/2007/January/ExecSum_Jan2007.pdf

Idaho's economy should end this decade on a higher note than when it started it. Battered by the high-tech industry's implosion near the turn of the millennium, Idaho nonfarm employment grew an average of 1.8% per year from 1999 through 2004, which was well below the average for the previous five years. While Idaho real personal income did not retreat during this decade's first five years, it did slow considerably. The one noticeable exception came in 2004 when, aided by a strong farm sector, real Idaho personal income jumped 7.0%. Driven by its construction and services sectors, Idaho's economy picked up speed in 2005. The construction sector received the most attention due to its stellar performance. With construction experiencing such strong growth, the services category's fine performance was often overlooked. Services employment advanced "just" 4.4% in 2006. However, given this sector's huge base, services employment increased by 11,723 jobs, which is more than two times greater than the construction sector gain. It is also worth noting both the state's logging and wood products and mining sectors expanded in 2005. Idaho real personal income grew 3.6% in 2005. Early indicators suggest the economy grew faster in 2006 than in 2005. Idaho nonfarm employment is estimated to have increased 4.3%, which is slightly faster than the previous year's 4.0% rate. The strong employment gains pushed total wage and salary payments up 10.2% in 2006, which helped Idaho real personal income swell 5.8%. Looking ahead, Idaho nonfarm employment is forecast to advance 2.5% annually, which is much faster than it grew earlier this decade. Idaho real personal income should also end the decade stronger than when it started it. It is projected to increase 4.8% per year, which is higher than the 3.4% annual rate from 1999 through 2004.

If the U.S. economy were graded on its recent performance, its report card would state that while it may not be failing, it could be doing better. The economy shifted into lower gear in the second half of last year, with real GDP advancing at a meager 2.6% annual rate in the second quarter followed by 2.0% in the third quarter and an estimated 1.2% rate in the last quarter. Real output should begin to accelerate this year, but at less than 3.0% growth it will remain well below its potential. The cooling housing market is partially to blame for this sub-par performance. The impacts of the housing decline will be partially deflected by other economic factors. Nonresidential construction will soften the blow from falling housing starts this year, but it will only provide temporary relief. Eventually, it will

weaken under the weight of the ebbing housing sector. Falling oil prices should also help. The roughly 80-cent per gallon decline in gasoline prices since the summer of 2006 has operated like a tax cut for households worth \$96 billion, or 1.0% of disposable income. Another positive factor is trade. Improving economic growth abroad and the declining dollar point to strong exports. Inflation has probably topped out, but it is still too high for the Federal Reserve's comfort. Even so, the Federal Reserve is expected to lower interest rates three times in 2007, so its federal funds rate is 4.5% by the end of this year. After this year, the economy is expected to move up to its potential. Real GDP should advance by at least 3.0% in each year after 2007. Nonfarm employment growth is expected to march to a 1.4% average annual cadence. At this pace, the civilian unemployment rate will eventually fall to 4.4% by 2010, which is comfortably full employment.

http://dfm.idaho.gov/Publications/EAB/Forecast/2007/January/ExecSum_Jan2007.pdf

National Forecast, DFM

http://dfm.idaho.gov/Publications/EAB/Forecast/2007/January/National_0107_vs2.pdf

Other state agencies website for Lewis & Clark – Dept of Commerce

<http://www.lewisandclarkidaho.org/>

History lies with its native tribes, the Lewis and Clark Expedition and determined pioneers on the Oregon Trail. Today's Idaho is both cosmopolitan and yet small-town friendly. Boise, the capital and largest city, developed near Fort Boise along the Oregon Trail and has grown to a population of 190,000. Agriculture, manufacturing and tourism are Idaho's major industries. Abundant outdoor recreation opportunities and scenic vistas around every turn attract over 20 million tourists annually.